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COMMISSION ON THE ORGANIZATION OF THE GOVERNMENT  
FOR THE CONDUCT OF FOREIGN POLICY

2025 M STREET, N.W.  
WASHINGTON, D.C. 20506

August 15, 1974

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[REDACTED]  
Intelligence Community Staff  
Washington, D. C.

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Dear [REDACTED]

As you requested in your conversation with Bill Bacchus of our staff, Phil Oldenburg's needs for information in conjunction with our "Coordination in Complex Settings" Study include the following:

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[REDACTED] Some sense of Intelligence Community estimates of the net gains and losses to the United States of the expansion of the Diego Garcia base, with reference to (a) countering Soviet naval growth; (b) relations with South Asia; (c) the ability to intervene, if necessary, in the Persian Gulf Region.

[REDACTED] After-the-fact evaluations of the effect of United States' arms transfers to South Asia (particularly those in 1969 and 1970) in terms of (a) the impact on the stability of the region; (b) the growth or decline of United States influence on the governments of India and/or Pakistan.

[REDACTED] To the extent possible, a sense of what was known by the Intelligence Community and what information was sent to whom among the policy makers on the prospects of the Mukti Bahini during 1971. A special point of interest was whether the strength of the Mukti Bahini was seen as making an early solution desirable.

4. In general terms, estimates existing during 1971 about the intentions of senior level Pakistani military officers, and who received how much of this information.
5. Confirmation or correction of the asserted existence of a CIA estimate in April, 1971 suggesting that a likely outcome of the tensions between East and West Pakistan would be the break-up of Pakistan. This would be important as a means of assessing whether policy makers were in possession of the best available information.

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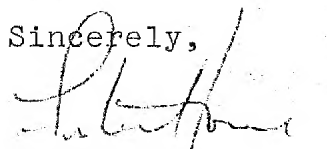
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On another subject, let me confirm to you that Professor Alexander George holds a current SECRET clearance in conjunction with his status as a RAND Corporation consultant. As the proposal for his project which you already have indicates, Professor George's interests on behalf of the Commission are in the general area of impediments to rational decision making, whether they arise from psychological or physiological stress, imperfect information, effects of small group decision making or related factors. Thus, Professor George would be interested in consulting with Intelligence Community experts who have devoted attention to such topics. He would not be looking at specific policies or decisions, nor to specific examples of individual or government performance.

Let me emphasize again my conviction that officers of the Intelligence Community are in a position to be of great assistance to the Commission and the importance of their contributions if we are to meet our own responsibilities.

Thank you very much for your assistance and should any questions arise concerning the Oldenburg or George request, please contact Bill Bacchus at 254-9850.

Sincerely,



Fisher Howe  
Deputy Executive Director